Services for Persons with Disabilities

Vocational and Day Program Services for Adults with Disabilities in Nova Scotia

A Summary Report • June, 2008

NOVA SCOTIA

Community Services

Services for Persons with Disabilities

TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

1. INTRODUCTION 3

2. HISTORICAL OVERVIEW 4

3. METHODOLOGY 6

4. CANADIAN OVERVIEW AND TRENDS 7

5. REVIEW FINDINGS 9

5.1 System Structure, Organization and Management 9
5.2 Participant Profile 10
5.3 Range of Programs 10
5.4 Funding 12
5.5 Physical Infrastructure 13
5.6 Gaps in Service 13

6. RECOMMENDATIONS 15

6.1 Address Priorities 15
6.2 Develop Standards 15
6.3 Develop New Funding Approach and Staffing Model 15
6.4 Expand the Range of Options 15
6.5 Provide Leadership and Support 16
6.6 Enhance Relationship with Directions Council 16

APPENDIX A ADULT DAY PROGRAMS JURISDICTIONAL REVIEW 17

1.0 Description of Project 17
2.0 Overview and Trends 17
2.1 Key Background Documents and Websites: 18
3.0 Jurisdictional Detail 18
3.1 British Columbia 18
3.2 Alberta 19
3.3 Saskatchewan 20
3.4 Manitoba 20
3.5 Ontario 21
3.6 Quebec 22
3.7 New Brunswick 22
3.8 Prince Edward Island 23
3.9 Newfoundland 24

JURISDICTIONAL REVIEW SUMMARY TABLE 25

Executive Summary

The Department of Community Services, Services for Persons with Disabilities Program initiated a review of Adult Service Centres and residential day program services in June of 2005. It was recognized that significant change in the residential sector in 1980's and 1990's had placed strain on the Adult Service Centres to provide additional vocational and day program services. Adult Service Centres struggled to meet participants' needs both in volume of service and in the range of programs offered within existing funding for infrastructure and operating costs.

The review was conducted in collaboration with the Directions Council for Vocational Services Society, and was conducted to determine how the current continuum of vocational and day program services could be strengthened. A total of 38 centres/programs providing service to 2,151 participants across the province were reviewed. The review indicated that 83 percent of participants have a primary diagnosis of intellectual disability and 17 percent have a diagnosis of mental illness. Many have dual diagnosis. Thirty-two percent of the individuals currently receiving service reside with family members including aging parents, while 51 percent reside in a residential program funded by the Department of Community Services. The remaining 17 percent reside in various independent situations.

The review indicated that the current continuum of vocational and day program services provide innovative, engaging and appropriate programs that enhance the quality of life and employability of adults with disabilities. It also showed that service providers are committed to continuous program development and the pursuit of excellence. The review determined, however, that gaps in service are occurring across the continuum due to staff/participant ratios, building capacity and accessibility, as well as program availability. Gaps are also present due to geography and/or transportation challenges.

A number of ways to strengthen the current continuum and to address gaps in service have been identified, and recommendations for action made in this regard. First and foremost, fire and safety issues must be addressed as a priority followed by the development of programs to provide services to the 18-21 year old group. The latter should be explored collaboratively with the Department of Education, the Adult Service Centres, the Nova Scotia Community College and other community agencies. Secondly, standards must be developed and implemented to ensure consistency and a high level of quality among all vocational and day program offerings across the province.

Funding is a major issue for Adult Service Centres and residential service providers of day program services. It is recommended that the new funding strategy being developed for residential service providers be extended to include Adult Service Centres. This strategy should provide for a regular schedule of business plan discussions with service providers. Service agreements that outline program expectations, volume and extent of service are also recommended. Likewise the staffing guidelines initiative within the Services for Persons with Disabilities Program should be extended to include the development of appropriate guidelines for Adult Service Centres.

Persons with disabilities have varied needs, varied interests and varied capabilities. It is recommended that vocational and day program services be structured around the needs of participants and be appropriate for the full life span. It is recognized that some service providers will need to expand the range of options available. At present there is limited collaboration between Adult Service Centres and residential service providers within the community and region. This will need to change significantly with the coordination of services and programs and heightened

communications becoming operating principles of both types of agencies.

The physical infrastructure of several Adult Service Centres is inadequate for current program offerings and/or an expansion to meet service demands either in volume or scope of services. In some instances, infrastructure inadequacies may present a fire and safety issue. It is therefore recommended that these issues be addressed as a first priority. Boards of Directors are encouraged to assess their infrastructure requirements, on a short-term and long-term basis, and with the introduction of a new funding strategy and business planning processes, to develop a strategic plan to address these requirements.

The Department of Community Services' responsibility goes beyond funding and includes leadership, standards and policy development. The Vocational and Day Program Review Report is recommending that a position be dedicated within the Services for Persons with Disabilities Program to provide this ongoing leadership and support to service providers and to the regional offices.

Significant, sustained change cannot be successfully implemented over a few months or without the involvement of key stakeholders. Consequently, a three-year implementation plan is recommended. It is also recommended that the existing constructive relationship with the Directions Council be further enhanced in this regard. Recent developments bode well for the future of vocational and day program services for individuals with disabilities. Several initiatives, particularly the address of fire and safety issues and of programming for the 18 to 21 year old group, are already in progress.

1. Introduction

In 2002-2003, the Department of Community Services began a comprehensive review of the Community Supports for Adults Program, now named the Services for Persons with Disabilities Program. The goal of the review was to develop a modern, fair, equitable, responsive and sustainable residential/vocational support system that will enable persons with disabilities to have opportunities to participate as citizens in their communities.

The review covered key aspects of the program including access, assessment, individual supports, licensing and funding. In the course of the review, it became clear that the vocational services component of the program, which includes the Adult Service Centres and other day program supports attached to residential supports, required a separate review to ensure the needs of individuals with disabilities receiving these services were properly addressed. In April 2005, the Department made a commitment to conduct a separate review of vocational and day programs, starting with a focus on the current Adult Service Centres.

In June 2005, Phase I of the review of vocational and day programs culminated in a recommendation that the Department of Community Services conduct a comprehensive review of a significant sample of vocational and day programs currently operating in the province. Phase II of the process resulted in a review of 28 Adult Service Centres between November 2005 and February 2006, in cooperation with the Directions Council for Vocational Services Society. The 28 Adult Service Centres reviewed were not representative of all vocational and day program service providers supported through the Department. Phase III of the review was initiated in June 2006 and resulted in an additional ten reviews. These reviews were carried out within Adult Service Centres that were not members of the Directions Council. In addition, reviews were carried out with residential service providers who offer day program activities to residents and, in some cases, to non-resident adults with disabilities living in the surrounding communities.

It was determined that the report would focus on strengthening the current continuum as it exists, with an emphasis on addressing gaps in service, both with existing service providers and in areas where there is no service provision. This report does not make major policy recommendations, nor does it make recommendations for significant changes to the current service continuum.

Consultation efforts in these first three phases involved only current service providers and recipients of service. The Department is aware that there are communities of individuals for whom the current continuum is not a preferred option. Future redesign activity may involve more in depth consultation with groups and/or individuals not currently accessing vocational and day program services. This could result in the consideration of additional services to the existing continuum; however, this was not the focus of this particular review.

2. Historical Overview

Adult Service Centres, also referred to as workshops and as vocational service agencies, were established in Nova Scotia to provide pre-vocational and vocational training programs, which offered opportunities for structured work or supported employment for adults with disabilities. Frequently, these workshops were established by or through the efforts of interested citizens and local advocacy or service groups. The focus of the service provided was to enhance employability and to support persons with disabilities to achieve their maximum potential. For some individuals, this resulted in attachment to the competitive labor market, while others remained with the workshop for the duration of their careers.

Governed by community-based Boards of Directors, these agencies have historically enjoyed a close working relationship with their primary funding bodies, i.e. the Department of Community Services and municipal social service programs. Throughout the 1970s and 1980s, these agencies were aligned with the former Vocational Rehabilitation Section of the Department. A coordinator position was designated within the Department, with primary responsibility and accountability for these agencies. In the early 1990's, the responsibility within the Department of Community Services for budget and program development was transferred from the Vocational Rehabilitation Section (now called Employment Support Services) to the Community Supports for Adults (now called Services for Persons with Disabilities) program area. Support continued to be provided by a departmental coordinator; however, Adult Service Centres/Workshops were no longer the sole responsibility of that position.

The Workshop Council of Nova Scotia was formed in the early 1970s to provide a forum for dialogue among the various agencies and a vehicle for the pursuit of common goals. The focus of the workshops during this time remained one of employability. In 1986, the Council was instrumental in working with the Department of Community Services to create a set of guidelines that set out organizational standards for workshops across the province. Workshops, at this time, were subject to biannual audits following which a report would be made to the agency's Board of Directors noting any recommendations for changes in the operation of the program.

In the late 1980's and 1990's, community-based day program services for adults with disabilities, which provided individual program planning, assessment and counseling services and life skills training, were in high demand. This was largely due to the downsizing and closure of institutions taking place during this period. A greater number of community-based day program spaces were needed as fewer individuals with disabilities were accessing facility-based day programs. However, during this time dedicated policy support was not provided by the Department and increased funding for operating budgets or for infrastructure was not available. In 1994 funding began to devolve from the Department of Community Services Head Office to the Department of Community Services Regional Offices as part of the municipal service exchange with the province.

In the late 1990's, 'sheltered workshops' began to call themselves Adult Service Centres. Entrepreneurial ideas were adopted in part to address changing participant needs but to also meet funding pressures. Also during this time, the Workshop Council was involved with the Provincial Advisory Committee in developing core competencies for direct care staff working under the mandate of the Department of Community Services. A salary framework for Adult Service Centres was introduced in 1998, and a minimum training standard for front line care staff introduced. This changed the focus of the funding relationship between the Department and the Adult Service Centres from total program funding to a more narrow focus on approved staffing positions.

When individuals who had been living in larger residential support facilities, which provided on-site day programs, were transferred to smaller residential support settings in the community, the provision of daytime support was not included in the new residential per diem rate. In response to an increasing need for service, the Department negotiated, in some instances, an additional per diem rate with Adult Service Centres that were able to accommodate residents during the day time hours. This has resulted in a variety of funding formulas for Adult Service Centres across the province. Over the years, demand for Adult Service Centres services has increased and Adult Service Centre capacity has been unable to expand accordingly. A waitlist for service now exists in many parts of the province.

In 2004-2005, the Workshop Council renamed itself the Directions Council for Vocational Services Society. The Directions mandate is to assist and support member agencies in the delivery of services that promote the abilities and inclusion of persons with disabilities in the every day activities of their community. The Council now represents 28 of the Adult Service Centre agencies across Nova Scotia. Over 300 staff supporting approximately 1,800 adult participants with intellectual, mental health, and/or physical disabilities are employed in these agencies represented by the Council. The Directions Council has become the primary conduit between its members and the Department of Community Services, and was a principal player in this review of Adult Service Centres in Nova Scotia.

3. Methodology

The review was undertaken in three phases. Phase I identified current issues and determined that a more comprehensive review of a significant sample of Adult Service Centres should be conducted. Phase II was limited to a review, rather than an audit, of the 28 member Adult Service Centres of Directions Council, and was conducted in cooperation with the Council. A review team was established for each region and consisted of program staff from the Department of Community Services (both Head Office and Regional Offices) and a representative of the Directions Council.

Phase III was initiated in June 2006 and resulted in an additional ten reviews. These reviews were carried out within Adult Service Centres that were not members of the Directions Council. As well these reviews were carried out with residential service providers that offer day program activities to residents and, in some cases, to non-resident adults with disabilities from the surrounding communities.

Four service providers supported through the Department to provide day program activities were not reviewed. One service provider did not respond to the request for participation; one provider had been in the midst of collective bargaining; and the remaining two providers faced scheduling challenges either on the part of the reviewer or the provider that could not be accommodated in time for the report deadline. Phase III reviews followed a format similar to those conducted in Phase II.

4. Canadian Overview and Trends

A key part of the Adult Day Program Jurisdictional Review was to examine delivery approaches in other Canadian jurisdictions. A summary review outlines the detailed results of this research and can be found in Appendix A.

In summary, all Canadian jurisdictions, with the exception of Newfoundland, offer similar types of vocational and day programs for adults with disabilities. The programs range from respite to employment support; however, they are not all referred to as adult day programs. Depending upon the jurisdiction, the term 'day programs' may be reserved for adults with significant intellectual disabilities, and exclude programs that have a connection to employment. Ultimately, the mandates, outcomes, participant profiles and programs are similar; however, the scope, definition and implementation of these programs vary. Adult day programs are, for the most part, restricted to those individuals with developmental/intellectual disabilities.

In New Brunswick, participants are identified based on functionality and not disability. In some jurisdictions, waitlists are long, while other jurisdictions (Alberta and PEI, for example) are just beginning to feel this pressure. Aging participant bases are an increasingly complex issue with no concrete solutions to date. For the most part, aging individuals can remain with day programs or move from employment support into community access (recreation) or into personal care homes.

All Canadian jurisdictions currently supply day services via a contract or grant. There is a trend toward more community inclusion with fewer centre-based programs such as the Adult Service Centres, and comprehensive and individually tailored plans and funding. Many jurisdictions, with Alberta leading the way, are moving toward portability of funding, but it has proven difficult to fully put into practice. In Manitoba, the *Vulnerable Persons Living with a Mental Disability Act which requires* an individual plan to be developed for every vulnerable person receiving support services.

In some jurisdictions, the full range of programs is housed within several departments. In Prince Edward Island, the Department of Health and Social Services, Social Policy Development Division, is responsible for the provision of day programs to persons with intellectual disabilities. The PEI Disability Support Program also provides community participation supports including Employment Supports, Vocational Alternative Supports, and Community Access and/or Integration Supports, to persons with disabilities. In New Brunswick, the Department of Family and Community Services is responsible for overseeing day program services provided in ADAPT agencies. ADAPT is a program that provides recipients of long term care services with appropriate opportunities to learn skills in centre or community-based settings. Employment programs are offered through the New Brunswick Department of Training and Employment.

In Ontario, the Ministry of Family & Children's Services provides day programs in congregate settings. The Ontario Disability Support Program offers income and employment support through a full range of programs based on individual needs. Adult Day Services are provided through contracts. Ontario has a supported employment model that provides funding for an approved employment plan and enters into funding agreements to facilitate the purchase of eligible goods and services required to remove disability-related barriers to competitive employment. Some residential support settings are also funded for day programming delivered within the residential program.

In Manitoba, the Ministry of Family Services and Housing, Services for Persons with Disabilities Branch provides both supported employment and vocational services and individualized development services to persons with intellectual disabilities.

In Saskatchewan, the Department of Community Resources and Employment, Community Living Division provides vocational and day program supports to persons with intellectual disabilities through contracts with registered, non-profit organizations. Programs are described in terms of participant to staff ratios. Workshops have a 12:1 ratio; activity centres 8:1; and day programs are 4:1 or 2:1.

Alberta has a limited number of Adult Service Centre type programs remaining in the province. These centres provide services to less than 10 percent of the individuals with intellectual disabilities supported by the Alberta Ministry for Community Development.

British Columbia has closed their Achievement Centres, which were similar to Nova Scotia's Adult Service Centres. British Columbia does support group self-help skills programs. The British Columbia Ministry of Children & Family Development, Adult Community Living Services area also offers supported work programs that provide a combination of work experience, training and support to help individuals find and maintain work experience placements and employment.

5. Review Findings

5.1 System Structure, Organization and Management

Overall, the reviews conducted in Phases II and III indicate that the current continuum of vocational and day program services are providing innovative, engaging and appropriate programs, which enhance the quality of life and employability of adults with disabilities within Nova Scotia. There are gaps in service across the continuum due to staff/participant ratios, building capacity and accessibility, participant age criteria and program availability. As well, gaps are occurring as a result of geography and transportation challenges.

Service providers who participated in the review process demonstrated a strong commitment to continuous program development and the pursuit of excellence. The majority of staff are long serving and bring a variety of skills to the job. Succession planning is a concern for some agencies, both at the staffing and board level.

Administratively, all programs reviewed are governed by community-based Boards of Directors. All centres have program descriptions, written policy manuals, and articulated governance structures. The majority of the centres reviewed have business and strategic plans in place, and all were able to provide year-end financial statements upon request. Several of the centres have excellent governance models that can serve as benchmarks for other programs.

Day program services offered by residential service providers have, for the most part, begun due to the lack of program availability or capacity within a centre-based program. In some cases, centre-based programs are unable to accommodate individuals with severe or multiple barriers resulting in the day program service provider creating and delivering an individualized day program activity. Many examples of best practice exist among these individualized programs, and with the appropriate supports, these programs could be expanded to accommodate other high need individuals living in the community. Several residential service providers operating day programs have indicated a willingness to cooperate and share resources in order to provide services.

All service providers agree that adults with disabilities should receive day program supports from staff that are not involved with the adult's home situation, and that the activity should take place in a location that is physically distinct from the home environment. In other words, although residential service providers can be appropriate providers of day program services, care must be taken to ensure that staff members who provide residential support to an individual or group of individuals are not also responsible for day program activity with those individuals.

The Services for Persons with Disabilities Program of the Department of Community Services is the most appropriate part of the Department to provide policy, funding and program support to service providers offering vocational and day program services to adults with disabilities. The program area, however, does not currently have the capacity to offer this support at either Head Office or within the Regions.

The Directions Council is a strong resource and supporting body of expertise in the area of vocational and day program services in Nova Scotia. The potential exists to expand the Department's relationship with this body particularly in the area of quality management, research and professional development.

5.2 Participant Profile

The 38 agencies reviewed (includes Adult Service Centres and residential day program providers) provide services to 2,151 participants across the province. Of these:

- 83 percent have a primary diagnosis of intellectual disability;
- 41 percent have a diagnosis of mental illness;
- 27 percent have mobility issues and 13 percent have visual challenges;
- 16 percent require 1-1 assistance to eat; 14 percent require 1-1 assistance for toilet use; and 23 percent require 1-1 assistance to take required medications during the day;
- 32 percent of the individuals currently receiving service reside with family members, including aging parents, while 51 percent reside in a residential program funded by the Department of Community Services. The remaining 17 percent reside in various independent situations.
- Individuals receiving day program services through residential service providers tend to require higher levels of supports in order to participate in programs outside of the home. The review demonstrated a marked increase in the frequency of mobility issues, assistance required for feeding/toileting/medications, and of individuals who are medically fragile receiving service through residential service providers.

It is important to note that the profile of the individual currently receiving service through Adult Service Centres and other day programs is such that full economic autonomy through employment in the competitive labor market is not always achievable. As one service provider put it; "Work is sometimes the goal and sometimes it's the vehicle". The majority of individuals participating in the services reviewed have multiple and extensive needs. For some people, this will mean their career choice will be within the Adult Service Centre and other day programs, using the meaningful work provided to enhance quality of life.

Many of the staff we met during the review offered examples of persons with disabilities who became top performers within the work area, and who, when given the choice of leaving that environment for a position within the community, chose to return to the environment. This is not to say that the opportunity of employment in the competitive labor force should not be offered as an option. It does, however, suggest that informed choice is a key to the success.

5.3 Range of Programs

Adult Service Centres are critical to the support of adults with disabilities whether the individual lives independently, at home, or in a residential setting. The findings indicate that variance exists in program offerings throughout the province. Two program offerings sharing the same title can look very different depending on the individual participants and other factors. Some service providers have creatively altered programs to meet the changing needs of present and/or new participants, but continue to call the program by the traditional title. In many instances no distinction exists between formal program offerings. Participants receive a mix of services throughout the day and week based on need, interest, resource availability and the individual program plan.

The majority of service providers move programs around the individual, with a small minority requiring that individuals fit into a program definition in order to participate. The majority of service providers reviewed use in-house assessment processes and engage in individual program planning. A minority of service providers reviewed engages in program planning that involves truly individualized, person-centred

outcomes. Those that do engage in person-centred or personal outcome measures have found that making the commitment to do so requires that the program be entirely flexible and able to adapt to meet the stated choices and goals of the individual participant. Several very successful models of this method operate within Nova Scotia - one at Summer Street Industries in New Glasgow, one at the Yarmouth Association for Community Residential Options (YACRO) locations, and the others within the L'Arche communities in Cape Breton and Wolfville.

All program components currently operating within the Province are in need of standardized, articulated definitions. The review determined that the following are the program offerings, which make up the current continuum of service among the 38 service providers participating in the review:

- **Broadened Day Option**: This is programming that is primarily recreation/leisure or life skills in nature. There is generally no intended vocational goal, and is most often an alternative to staying at home during the day for individuals with very high needs or for those who are retiring. Ten (26 percent) of the 38 programs reviewed offer a broadened day option program.

- **Pre-Vocational**: This is an activity-based program where people with moderate to profound intellectual disabilities participate in a range of activities, generally within a centre-based location. Some vocational activity involving meaningful work may take place. Twenty-three (61 percent) of the 38 programs reviewed offer a pre-vocational program.

- **Vocational:** This is hands on, in-house meaningful work experience for people with mild to moderate intellectual disabilities and who are able to work with minimal supervision. Vocational programming generally takes place within a centre location. Thirty-one (81 percent) of the 38 programs reviewed offer a vocational program.

- **Community Employment**: This is community-based employment, either on a part time or full time basis, for a wage or on a volunteer basis. No on-site job coaching is provided. Eighteen (47 percent) of the 38 programs reviewed offer a community employment program.

- **Supported Employment**: This is community-based employment, either on a part time or full time basis, for a wage or on a volunteer basis. On-site job coaching is provided, depending on individual need, usually on time-limited bases. Nine (23 percent) of the 38 programs reviewed offer a supported employment program.

It is important to note that not every Adult Service Centre offers the full array of vocational and day programs noted above. Some, but not all, Adult Service Centres also provide programming in the areas of recreation and leisure, transition planning, retirement planning and transition to retirement for participants.

The types of activities that now take place within Adult Service Centres and other day programs are driven primarily by the profile of the participants. The need to generate revenue as part of the day program budget, and the desire to preserve the organization's autonomy, has resulted in the majority of the services using "meaningful work" as a means of program delivery. Program staff members are called upon to balance meeting participant needs with generating business revenue and ensuring delivery of a quality product or service to customers. Service providers often step in to fill a niche market, or to provide a service that is not provided by other businesses.

Examples of services offered by vocational and day program service providers include:

- Packaging of materials required by factories and corporations
- Envelope stuffing
- Bulk mail service
- Printing
- Catering
- Baking
- Recycling
- Used clothing sales
- Crafts (creation and retail)
- Woodworking (furniture creation, refinishing, etc.)
- Survey stakes, pallets, cremation boxes
- Paper shredding
- Sewing
- Laundry services (industrial laundromats)
- Candle making
- Courier services
- Lawn maintenance services
- Office cleaning and janitorial service.

5.4 Funding

Adult Service Centres report an annual total of $18,674,554 in operating budgets across the 28 Centres. The Department contributes $11,393,277 in core grant and per diem funding to the 28 Centres on an annual basis. The remaining $7,281,277 is generated through business revenue, fund raising, grants, charitable donations and other means. Historically, a budget approval process was in place that involved negotiation between the Department and the Agency Board, with the Department of Community Services providing 75 percent of the final approved budget. The agency was then responsible for generating the remaining 25 percent, and was encouraged to use meaningful employment within the centre wherever possible.

The Review found that currently the Department of Community Services provides between 50 and 65 percent of the Board approved operating budget, with two exceptions where the Centre has chosen to operate almost completely within the grant provided. In three of the four regions, the operating grant is augmented by a per diem that is provided to the Adult Service Centres for participants who are receiving support through the Department.

Both the Adult Service Centre sector and the DCS funded residential sector have received increases in wages for approved staffing over the last number of years. However, other areas of operational funding have not seen increases in recent years. Given that the Department has focused on staff salary increases, the Department is now in the position to turn its attention to the operational funding issues.

A funding strategy for SPD residential service providers has recently been developed and initiated. The goal of this strategy is to ensure appropriate operational funding support is provided to residential service providers. The Department plans on initiating discussions with Directions Council on a new funding strategy for Adult Service Centres by the fall of 2008.

5.5 Physical Infrastructure

The review teams did not attempt to address or document any structural issues that could be considered in the realm of the Fire Marshall or Occupational Health and Safety as no team member had that specific expertise. Several agencies, however, commented on the inadequacy of their current physical infrastructure in respect to participant accessibility, adequate capacity to meet service demand and to offer a range of program options. Fire and safety concerns were also raised in some situations.

5.6 Gaps in Service

Gaps in service exist across the continuum due to staff/participant ratios, building capacity and accessibility, age admission criteria and program availability, as well as gaps as a result of geography and/or transportation. From a geographical perspective, a gap in service was determined to exist if:

- Participants are required to travel one hour one-way to reach the nearest service.
- A residential service provider is currently receiving additional funds to operate a day program activity because there is no vocational service located in the area.
- There is a lack of accessible transportation to facilitate access of a service within a one-hour radius.

Using these criteria, the following areas have been determined to have a gap in service:

- **Eastern Region**: Richmond, Victoria, and Inverness Counties, New Waterford
- **Northern Region**: River John, Advocate, Parrsboro, St. Mary's, Joggins, and Stewiacke
- **Western Region**: Hubbards, Kennetcook, Noel
- **Central Region**: Musquodoboit Harbour, St. Margaret's Bay/Tantallon area

The location of the program itself is often driven by the availability of transportation and a suitable, affordable physical structure within which to house the program activity. Community and cultural identity also play a role in where programs are located. Adult Service Centres have been most often located in the community to which the majority of citizens from surrounding areas naturally travel. For this reason, clusters of Adult Service Centres occur in areas such as the Cape Breton Regional Municipality and Halifax Regional Municipality. Gaps in service availability, however, still occur in these same areas.

Historically, Adult Service Centres developed programs for individuals with disabilities who are age 21 and over. This has left a gap in service development for individuals who are graduating from high school at age 18. The Department of Community Services is working with our partners to address this gap. There are pilot projects in two different areas of the province to help address this gap in services for 18 to 24 year olds.

In the strait area, the "Strait to Work" pilot project has been implemented in collaboration with the Department of Education, the Strait School Board and the Nova Scotia Community College. In the Halifax area, the Departments of Community Services and Education and the Halifax Regional School Board fund the "Access to Community Education and Employment" program, which is offered by the Independent Resource Centre. This program offers job readiness, life skills training and job coaching to students with special needs who have completed their high school education.

More work is required in developing transitional programs for individuals with disabilities who are leaving high school. Through the continued collaboration and cooperation with our partners, the Department hopes

to extend these types of transitional work, skill-building and job readiness programs to all areas of the province in the future.

Gaps in service due to staff/participant ratios exist in the majority of the agencies participating in the review. The majority of agencies also do not maintain waitlists. Service providers indicated that openings only come about due to death or retirement, and to place a person on a waitlist that may not move for several years is felt to be inappropriate.

Capacity could be increased on an almost immediate basis if additional staff were made available to programs. This is particularly true for programs attempting to offer community and supported employment options to individuals, as no formal support for job coaching exists within the existing model. Community and supported employment is a viable full or part time option for individuals already within the system, as well as for those who do not wish to access the more traditional sheltered industry. The profile of the individuals who could benefit from job coaching assistance, however, require this support to be present for the long-term, sometimes on a full time basis. Flexibility to reinsert job coaching assistance on an "as needed basis" should the individual's situation change is also needed. Agencies that have found ways to offer this service have also found that this flexibility is the key to long-term success.

6. Recommendations

6.1 Address Priorities

Funding to address fire and safety issues must be dealt with as a first priority. The second priority issue should be the development of programs to provide services to the 18 to 21 year old group. Partnerships with the Department of Education, Adult Service Centres, the Nova Scotia Community College and other community agencies should be explored in this regard.

6.2 Develop Standards

In the absence of standards, there is no way to assure a consistent level of programming and quality to participants regardless of where they may access services. Standards in the areas of programs and agency leadership and governance should be developed in partnership with the field, followed by education, implementation and monitoring across the sector.

6.3 Develop New Funding Approach and Staffing Model

A funding strategy, which provides for fair, equitable and transparent funding is required and this should be implemented in a manner similar to the new funding strategy for residential service providers. The strategy should provide for a regular schedule of business plan discussions with service providers.

Service agreements that outline program expectations, volume and extent of service to be provided and which clarify roles, responsibilities and accountabilities should be developed and implemented across the system. The roles and responsibilities of the Department of Community Services Head Office and the Regional Offices related to the negotiation and monitoring of the service agreements for each service provider should be clearly stated.

The staffing guidelines initiative currently underway within the Services for Persons with Disabilities Program should be extended to include the development of new staffing guidelines for Adult Service Centres.

6.4 Expand the Range of Options

Persons with disabilities have varied needs, varied interests and varied capacities. Programs and services should be structured around the needs of the individual and appropriate for the full life span of persons with disabilities.

Adult Service Centres and residential day program providers, with the support of the Department of Community Services, must expand the range of options available. This range should include: broadened day options for aging participants, life skills training and employment supports.

Adult Service Centres and residential service providers, including those operating day programs and those who do not, currently operate quite independently of each other. To develop an appropriate range of options for individuals with varying abilities within a geographical area, these organizations must strengthen existing networks, share strategic plans and work together to maximize business opportunities and operational efficiencies and to ultimately achieve service coordination across the system.

6.5 Provide Leadership and Support

The Department of Community Services should designate a position within the Services for Persons with Disabilities Program to provide ongoing leadership and support to service providers and DCS Regional Offices in respect to the continuum of day program services.

6.6 Enhance Relationship with Directions Council

The Department of Community Services should enhance its relationship with the Directions Council and work collaboratively with the Council to involve the expertise of providers in the development of standards and in the identification of strategies to increase capacity across the province.

Appendix A Adult Day Programs Jurisdictional Review

1.0 Description of Project

- Completed questionnaire with representatives from nine provinces.
- Detail from provincial discussions based on the questionnaire is provided below and summarized in attached table.
- Summary web pages and key documents from select jurisdictions compiled.
- Internet review of jurisdictions outside Canada initiated.
- Project completed in May of 2005.

2.0 Overview and Trends

- All Canadian jurisdictions offer similar programs for adults with disabilities, from respite to employment, but they are not all referred to as "Adult Day Programs". Depending on the jurisdiction, the term "day programs" may be reserved for programs that have no connection to employment. In some cases, the full range of programs is housed within different departments. Ultimately, the mandates, outcomes, participant profiles and programs are similar. However, the scope, definition and implementation of these programs vary.
- Admission to "Adult Day Programs" is, for the most part, restricted to those individuals with developmental/intellectual disabilities.
- In many jurisdictions, Adult Service Centres (ASCs) and their equivalents are being phased out or have been replaced. The trend is toward more community inclusion and comprehensive and individually-tailored plans and funding.
- In some jurisdictions, waitlists exist, while other jurisdictions, are just beginning to feel this pressure.
- Services to aging individuals are an increasingly complex issue. For the most part, aging individuals can remain with day programs or move from employment support into community access (recreation) for example.
- All Canadian jurisdictions provide day services via contract/grant.
- 35 US states license day service providers; no Canadian provinces have mandatory licensing.
- Many jurisdictions are moving toward portability of funding, but it has proven difficult to fully put into practice.
- Manitoba has legislation called the *Vulnerable Persons Living with a Mental Disability Act*. The *Act* states that an individual plan must be developed for every vulnerable person receiving support services.
- Select US states show a trend toward more comprehensive and personalized services (see Maryland website: http://www.dors.state.md.us/DORS/).
- Some states and provinces actively recruit employers, and link skills with jobs.

2.1 Key Background Documents and Websites:

1. *Nova Scotia Day Program Services: DRAFT Summary Report.*
2. *Determining the Need for Licensing Adult Service Centres in NS.*
3. *Common Themes and Future Directions* - An evaluation of Adult Day Programs in BC.
4. *Community Inclusion Supports Program Framework* - From Alberta, particularly informative on individual funding programs: www3.gov.ab.ca/pdd/docs/prov/CISF_April_2005.pdf
5. *Adult Developmental Activities Programs and Training* - A description of Adult Day Programs in New Brunswick.
6. *Study of Supports to Persons with Disabilities*: Comprehensive Newfoundland evaluation of its employment and day programs: http://www.hrle.gov.nl.ca/hrle/publications/pdf/disabsup.pdf
7. Manitoba legislation: http://www.gov.mb.ca/fs/pwd/vpact.html
8. From the State of Maryland, a comprehensive and individualized program that strives to meet the employment and vocational needs of all people with disabilities in the state. Found at: http://www.dors.state.md.us/DORS/
9. *Independence, Well-Being and Choice* - From the UK, a consultation paper setting out proposals for the future direction of social care for all adults of all age groups in England: http://www.dh.gov.uk/assetRoot/04/10/64/78/04106478.pdf

3.0 Jurisdictional Detail

3.1 British Columbia

Ministry: Children and Family Development
Branch: Adult Community Living Services Policy Branch
Website: http://www.mcf.gov.bc.ca/community_living/index.html
Key Document: *Common Themes and Future Directions* (1992)
Contact: Fran Pardee ((250) 356-1289; fran.pardee@gov.bc.ca)

- All programs are provided through contracts.
- Participant Profile: Supports adults with developmental disabilities (IQ < 70), limitation in 2 or more skill sets.
- Programs:http://www.mhr.gov.bc.ca/pwd/eppd.htm; http://www.mhr.gov.bc.ca/epwd/initiative.htm
- Outcomes: Meaningful activity during the day and opportunities for inclusion in community life.
- Supported Employment: Activities that enable the individual to be employed at the level they can accommodate.
- All individuals supported in the residential programs have a day component. Those with the most complex health needs have day programs within their residential programs.
- Waiting Lists: Yes.
- Aging: At present, looking for increased health support from Ministry of Health on a one-by-one basis.

- Funding: Portability is not guaranteed, but moving in that direction. For most complex situations, day programs are built into the residential funding. Funding is not formula based, but through negotiations with contractors.
- Best Practice: Least restrictive; most individualized; most inclusive of community resources.
- Key Document: *Common Themes and Future Directions* (1992) - moved away from ASCs based on community consultations.

3.2 Alberta

Department: Minister of Seniors and Community Supports
Board: Persons with Developmental Disabilities (PDD)
Website: www.pdd.org and http://www.seniors.gov.ab.ca/
Key Document: Community Inclusion Supports Program Framework: http://www3.gov.ab.ca/pdd/docs/prov/CISF_April_2005.pdf
Contact: Susan Robblee ((780) 422-3642; susan.robblee@gov.ab.ca)

- The Persons with Developmental Disabilities' (PDD) community governance structure, as established in legislation, consists of a Provincial Board and six Community Boards. The Provincial Board reports to the Minister of Seniors and Community Support, while the Community Boards are accountable to the Minister through the Provincial Board. For more information refer to: http://www.pdd.org/whoweare/default.shtml
- Overview: http://www.pdd.org/policies/community_inclusion/default.shtml
- All day programs are provided through contracts. Private contractors can offer a full-range of services (including sheltered employment), but PDD funds specific components through individual funding.
- Participant Profile:
  1. Significantly below average intellectual capacity.
  2. Onset prior to age 18.
  3. Related limitations in two or more of the following adaptive skills:
     - Communication; home living; community use; health and safety; leisure; self-care; social skills; self-direction; functional academics; work.
- Mandate: Persons with Developmental Disabilities (PDD) provides supports that assist adults with developmental disabilities to live, work and participate in the community, with the support of family, friends and the community. Supports range from a few hours a week of assistance, up to 24 hours a day support, based on the unique needs of the individual. They also offer employment preparations/support and community access.
- Supported Employment: Person in an employment setting and receiving additional supports (coaching, mentoring) to ensure they are successful.
- Waiting Lists: Not a major concern.
- Aging: Individuals generally move from employment support into community access.
- Funding: Individual funding provides funds directly to the individual or his/her representative to purchase the type of community supports required by the individual. In theory, should be portable, but programs are often full and rural areas have limited program choice. Contract funding is the more traditional block funding that goes directly to a contracted service provider for services provided by that agency.

3.3 Saskatchewan

Department:	Community Resources and Employment
Branch:	Services for People with Disabilities
Website:	http://www.dcre.gov.sk.ca/services/peoplewdis/CommLivServ.html
Key Document:	Multilateral Framework for Persons with Disabilities: http://www.dcre.gov.sk.ca/publications/pdfs/MFLMAreport2005.pdf
Contact:	Alma Newman ((306) 953-2644; anewman@dcre.gov.sk.ca) or Wayne Phaneuf ((306) 787-5341; wphaneuf@dcre.gov.sk.ca)

- All day programs are provided through contracts with registered, non-profit organizations.
- Participant Profile: Intellectual disabilities (IQ < 70).
- Mandate: The main objective of the Community Living Division is to ensure physical, emotional and social needs are met and that people with intellectual disabilities live and function as independently as possible within their own communities.
- Programs: Vocational programs are offered through activity centres (emphasizing basic living skills, socialization and recreation), sheltered workshops (training and production), activity programs and long-term employment (providing support services to ensure ongoing employment).
- Outcomes: Building independence and employment.
- Supported Employment: Moving from sheltered workshops into private employment. Continue to support work placements to ensure success.
- Waiting Lists: Not a major problem.
- Some residential programs offer their own day programming.
- Aging: Participant can continue with day programs as they age.
- Funding: Based on spaces and staff requirements. At present, not portable.

3.4 Manitoba

Department:	Family Services and Housing
Branch:	Services for Persons with Disabilities
Website:	http://www.gov.mb.ca/fs/pwd/index.html
Key Document:	Full Citizenship: A Manitoba Provincial Strategy on Disability: http://www.gov.mb.ca/access/pdf/whitepaper.pdf
Contact:	Ralf Margraf ((204) 945-3589; rmargraf@gov.mb.ca)

- Supported Living Program: Offers residential, day services and support services (respite). http://www.gov.mb.ca/fs/pwd/supported_living.html
- Legislation: *The Vulnerable Persons Living with a Mental Disability Act* reflects the right of all people to make their own decisions and have help, where necessary, in a manner that respects their independence, privacy and dignity. Found at: http://www.gov.mb.ca/fs/pwd/vpact.html.
- Participant Profile: Cross disability groups are included, but must have a developmental disability.
- Mandate: Day Services are directed at maximizing the independence and productivity of adults with a mental disability by assisting them in adapting to and participating in the province's workforce; supporting their involvement in the community; and enhancing their personal development.

- Programs: Supported employment and follow-up services, services with a vocational focus, and personal development services. Transportation services are also provided to adults who attend an approved funded day program.
- Outcomes: Employment; vocational (community-based work with some training centres); personal development (maintaining skills).
- Supported Employment: Involving paid employment at a minimum of 12 hours per week, at minimum wage, with decreasing need of support.
- Residential and day services are components of the same program. Same agency could perform both.
- Waiting Lists: Encourage option of remaining in school until age 21. For those who present after 21, based on greatest need.
- Aging: In the past ten years, encourage these individuals to continue with the day program.
- Funding: Portable funding.

3.5 Ontario

Ministry: Community and Social Services
Branch: Developmental and Social Services
Website:
http://www.cfcs.gov.on.ca/CFCS/en/programs/SCS/DevelopmentalServices/Transformation/default.htm
Key Document: None
Contact: Sharon McDonald ((416) 212-1592; sharon.mcdonald@css.gov.on.ca)

- Moving away from Adult Service Centres. On May 18, 2005, Ontario issues a press release concerning the reshaping of services for adults with a developmental disability: http://www.cfcs.gov.on.ca/CFCS/en/newsRoom/backgrounders/050518.htm
- Adult Day Services provided through contract.
- Participant Profile: Individuals over 18 with a developmental disability (mental impairment present or occurring in a person's formative years that is associated with limitations in adaptive behaviours).
- Mandate: To meet the needs of people with disabilities and assist them to become more independent.
- Programs: Ontario Disability Support Program offers income and employment support. Full range of programs, based on individual needs, delivered by 370 non-profit organizations: http://www.cfcs.gov.on.ca/CFCS/en/programs/IES/OntarioDisabilitySupportProgram/default.htm
- Outcomes: Meaningful activities during the day.
- Supported Employment: funding for an approved employment plan and executed funding agreement for the purchase of eligible goods and services required to remove disability-related barriers to competitive employment.
- Some residential programs are also funded for day programming. Depending on the needs of the individual, day services may be offered within the residential program, for which they are funded.
- Waiting Lists: Managed by agencies.
- Aging: Individual agencies are addressing the issue. Individuals can move between programs depending on their needs. Long-term care is an option.
- Funding: Most funding is not attached to the individual. Base budgets and service contracts are negotiated with agencies. Fundraising and retail revenue streams are used to supplement revenue, but not required.

3.6 Quebec

Ministry:
Branch: Office des personnes handicapées
Website: http://www.ophq.gouv.qc.ca/
Key Document: none
Contact: none

- Owing to language constraints, the level of detail for Quebec is limited. Relevant online documents are only available in French.
- All day programs are offered through contract.
- Participant Profile: All disability groups supported by day programs.
- Mandate: Ensure the rights of people with disabilities are met and support their full social integration.
- Programs: Matching clients with employers; vocational training; respite; programs specifically to help find government work.

3.7 New Brunswick

Department: Family and Community Services
Branch: Adults with Disabilities and Seniors Services
Website: http://www.gnb.ca/0017/Disabilities/index-e.asp
Key Document: Adult Developmental Activities Programs and Training
Contact: Roseline DesRoches ((506) 453-3815; roseline.desroches@gnb.ca)

- Adult Developmental Activities, Programs and Training (ADAPT) is a program that provides individuals with disabilities appropriate opportunities to learn skills in centre or community based settings. Through a supported environment, ADAPT focuses on the development and provision of valued training and activities and encourages appropriate behaviour, respect of daily schedules, social habits and all other expectations that are placed on an adult individual. Although it is not the intent of the ADAPT program to be an "employment support program", employment may be the outcome for some individuals.
- All day services provided through contract.
- Participant Profile: Day services are based on functionality and type of disability; clients are adults and seniors whose functioning level requires long-term supports to supplement their abilities and/or the ability of their care provider to assist them in carrying out activities of daily living.
- Mandate: To work with New Brunswickers in achieving well-being by promoting self-sufficiency and personal responsibility and by providing approved services as required. It is not the intent of ADAPT to be an employment support program. Employment programs are offered through the Department of Training and Employment.
- Programs: Centre-based and community-based activities; ADAPT services, for the most part, are developmental in nature and designed to meet the needs of the participants, but as a result of these services, families and guardians of the participant receive valuable hours of respite.
- Outcomes: It is not the intent of ADAPT to be an employment support program. Employment programs are offered through the Department of Training and Employment.
- Supported Employment: Employment programs fall under the Department of Training and Employment Development.
- Residential programs are funded for 24 hours; therefore these individuals are not necessarily

included in day programs.

- Waiting Lists: Not an issue.
- Aging: Officially, ADAPT is open for individuals aged 19-64, but not enforced.
- Funding: Monthly installments to contractors based on number of spaces. Services for new clients can be purchased at a per diem rate. These new clients have portability.

3.8 Prince Edward Island

Department: Health and Social Services
Branch: PEI Disability Support Program
Website: http://www.gov.pe.ca/hss/peidsp
Key Document: PEI Disability Support Program Policy: http://www.gov.pe.ca/photos/original/hss_dsp_policy.pdf
Contact: Brian Bertelsen ((902) 368-6530; bdbertelsen@ihis.org)

- All services provided by contract; day services are considered needs-based and not entitlement-based.
- Participant profile: Cross-disability groups are included, but must have a developmental disability.
- Mandate: Employment and Vocational Supports assist people with disabilities to gain competitive, long term, or supported employment.
- Programs: Supports may include: assessment; training; skills development; pre-employment support; disability-specific job supports.
- Outcomes: Vocational or employment. Training centers (sheltered workshops) exist.
- Supported employment: No firm definition. Informally, employment that is not necessarily competitive in nature (no productivity expectations) that may require ancillary supports.
- Only one organization offers both residential and day services. The others are one or the other.
- Waiting lists: Not an issue.
- Aging: Through individual funding, some clients have developed their own social/recreational programs.
- Funding: Moving toward individualized funding (IF). At present, half receive IF. The individual funding is portable, while the core grants are not. Any individual who wants to transfer from core to IF is accommodated.
- Evaluation: PEI Disability Support Program: http://www.gov.pe.ca/photos/original/hss_dis_sup_for.pdf

3.9 Newfoundland

Department: Treasury Board
Branch: Employment Equity and Strategic Initiatives Division
Website: http://www.exec.gov.nl.ca/openingdoors/
Key Document: *Study of Supports to Persons with Disabilities:* http://www.hrle.gov.nl.ca/hrle/publications/pdf/disabsup.pdf
Contact: Ken O'Brien ((709) 729-5163; kenobrien@gov.nl.ca) and Alma Newman ((709) 729-5143; utucker@gov.nl.ca)

- All adults with intellectual disabilities are considered to be potentially employable, with the proper supports. Programming is designed to secure employment. Apart from two larger centres/workshops - Mill Lane and PREP - there is no day programming in place. A private society (not funded by government) offers a range of day possibilities, and they do have a waitlist.
- Participant Profile: All adults with intellectual disabilities.
- Mandate: Community-based, integrated employment for adults with intellectual disabilities.
- Outcome: Employment.
- Supported Employment: Paid (at least minimum wage), meaningful employment within the community with appropriate supports.
- Programs: Training; supported employment; community partnerships. Employment programs housed in the Department of Human Resources, Labour and Employment (Labour Market Agreement for Persons with Disabilities: www.hrle.gov.nl.ca/hrle/career_employ_%20youth_services/lmapd.htm)
- Waiting List: No.
- Aging: Transfer from employment support to home support.
- Funding: Cost share up to the maximum with the Canada/Newfoundland EAPD Program.

Jurisdictional Review Summary Table

Summary Table

Province	Website	Mandate/Outcomes	Participant Profile	Programs	Key Documents	Comments
BC	www.mhr.gov.bc.ca/pwd.htm	Meaningful activity during the day and opportunities for inclusion in community life.	Adults with developmental disabilities (IQ < 70), limitation in two or more life activities). Includes 7,700 participants.	Wide range: www.mhr.gov.bc.ca/pwd/eppd.htm	Common Themes and Future Directions	Moved away from ASCs based on community consultations.
Alberta	www.pdd.org	PDD provides supports that assist adults with developmental disabilities to live, work and participate in the community, with the support of family, friends and the community.	1. Significantly below average intellectual capacity 2. Onset prior to 18 3. Limitations in two or more adaptive skills	Community Living Supports; Employment Supports; Community Access Supports; Specialized Supports. www.pdd.org/policies/community_inclusion/default.shtml	Framework: www3.gov.ab.ca/pdd/docs/prov/CISF_April_2005.pdf	The Persons with Developmental Disabilities' (PDD) community governance structure, as established in legislation, consists of a Provincial Board and six Community Boards. The Provincial Board reports to the Minister of Seniors and Community Support, while the Community Boards are accountable to the Minister through the Provincial Board.
Sask	www.dcre.gov.sk.ca/services/peoplewdis/CommLivServ.html	The main objective of the Community Living Division is to ensure physical, emotional and social needs are met and that people with intellectual disabilities live and function as independently as possible within their own communities.	Intellectual disabilities (IQ < 70). Includes 2,300 participants.	Vocational programs are offered through activity centres (emphasizing basic living skills, socialization and recreation), sheltered workshops (training and production), activity programs and long-term employment (providing support services to ensure ongoing employment).	Saskatchewan Baseline Report: 2004/05 http://www.dcre.gov.sk.ca/publications/pdfs/MFLMAreport2005.pdf	Similar to NS, with the equivalent of ASCs operating within the province. Funding is based on spaces and staff requirements.

Province	Website	Mandate/Outcomes	Participant Profile	Programs	Key Documents	Comments
Ontario	www.cfcs.gov.on.ca/CFCS/en/programs/SCS/DevelopmentalServices/Transformation/default.htm	To meet the needs of people with disabilities and assist them to become more independent; meaningful activities during the day.	Individuals over 18 with a developmental disability (mental impairment present or occurring in a person's formative years that is associated with limitations in adaptive behaviours).	Ontario Disability Support Program offers income and employment support. Full range of programs, based on individual needs, delivered by 370 non-profit organizations. http://www.cfcs.gov.on.ca/CFCS/en/programs/IES/OntarioDisabilitySupportProgram/default.htm	None	
Quebec	www.ophq.gouv.qc.ca	Ensure the rights of people with disabilities are met and support their full social integration.	All disability groups supported by day programs.	Matching clients with employers; vocational training; respite; programs specifically to help find government work.	French only	Owing to language constraints, the level of detail for Quebec is limited. Relevant online documents are only available in French.
NB	www.gnb.ca/0017/Disabilities	To work with New Brunswickers in achieving wellbeing by promoting self-sufficiency and personal responsibility and by providing approved services as required. It is not the intent of ADAPT to be an employment support program. Employment programs are offered through the Department of Training and Employment.	Day services are based on functionality and type of disability; clients are adults and seniors whose functioning level requires long-term supports to supplement their abilities and/or the ability of their care provider to assist them to carry out activities of daily living. Includes 950 participants.	Centre-based and community-based activities; ADAPT focuses on the development and provision of training and activities and encourages appropriate behaviour, respect of daily schedules, social habits and all other expectations that are placed on an adult individual.	Adult Developmental Activities Programs and Training (hard copy)	Adult Developmental Activities, Programs and Training (ADAPT) provides long-term care clients appropriate opportunities to learn skills in centres or community based settings. The equivalent of Nova Scotia's ASCs operates in NB.

Province	Website	Mandate/Outcomes	Participant Profile	Programs	Key Documents	Comments
Nfld	www.exec.gov.nl.ca/openingdoors	Meaningful employment in the community with appropriate supports.	Intellectual disability. Includes 1,800 participants	Training; Supported employment; Community partnerships.	*Study of Supports to Persons with Disabilities:* www.hrlc.gov.nl.ca/hrle/publications/pdf/disabsup.pdf	All adults with intellectual disabilities are considered to be potentially employable, with the proper supports. As such, none of this population is deemed unemployable, and programming is designed to find paid employment at whatever level of support is required.